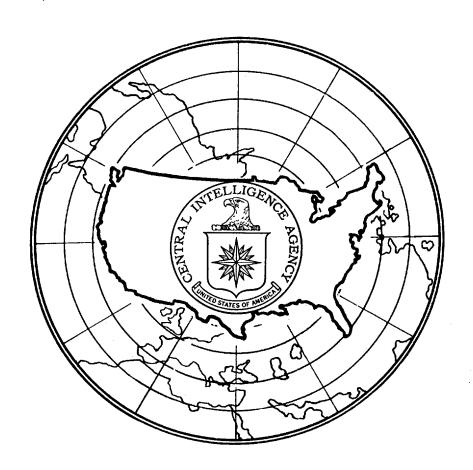
No Course Report written on Course #25 (no particular reason other than the fact that there were only three weeks between #25 and #26 Course).

SECRET 30 August - 4 September 1970
Approved For Release 2000/04/19 : CIA-RDP80-00536A000200100001-2

MIDCAREER **EXECUTIVE DEVELOPMENT COURSE**



OFFICE OF TRAINING

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 25 (OTR #1 - 71)

30 August - 9 October 1970

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 25

CHIEF : 25X1A

Room 611, Magazine Building

Ext.: 2243 or 2826

ASSOCIATE : 25X1A

Room 611, Magazine Building

Ext.: 2243 or 2826

TRAINING ASSISTANT: 25X1A

Room 611, Magazine Building

Ext.: 2243 or 2826

SECRET

FOR EWORD

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SECRET

WEDNESDAY, 26 August 1970 (USIB Conference Room, 7E-26)

INTRODUCTION TO THE COURSE

1300 Registration

1315-1445 Introduction to the Course

25X1A Chief, Midcareer

Executive Development Course, SUS/OTR

Midcareer Executive Development Course,

SUS/OTR

1500 Welcoming Address

Mr. Kichard Helms

Director of Central Intelligence

1530 Special Clearance Briefings 25X1A

25X1A

Security Officer, OTR

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 25

PHASE I

THE MANAGERIAL GRID

Sunday, 30 August 1970

through

Friday, *September 1970

at the

25X1A

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SECRET

SUNDAY, 30 August 1970

	25X1A	
1530	Arrive at	
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	
	Security Briefing	X1
1700	25X1A Reception	
1800	Dinner	
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
1930-2130	Team Activity: Grid Concepts Activity	
2130-2200	General Session: Scoring	

MONDAY, 31 August 1970

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	
1300-1315	General Session: Introduction to Activity	25X1A
1315-1630	Team Activity:	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	
1900-1915	General Session: Introduction to Critique	25X1A 25X1A
1915	Team Activity: Critique	

TUESDAY, 1 September 1970

25X1A	0800-0830	General Session: Newsprint exchange on Critique
	0830-0845	General Session: Introduction to Team vs. Committee Action Activity
	0845-1200	Team Activity: Step 1: Developing team solution for Team vs. Committee Action
1	1200	Lunch
	1300-1400	Team Activity: Step 2: Critique. Complete wall charts
	1400-1415	General Session: Introduction to Pair Discussions
	1415-1515	Step 3: Pair Discussions
	1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 & 6
	1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles
	1700	Dinner
	1900	Team Activity: Step 6: Team Critique

WEDNESDAY, 2 September 1970

0800-0830	General Session: Newsprint exchange on Team vs. Committee Critique	
0830-0845	General Session: Introduction to 12 Angry Men	ILLEGIB
0845-1030	Film: 12 Angry Men	
1030-1115	Step 1: Individual Work: Judgments of managerial styles of 12 Angry Men characters	
1115-1200	Step 2: Team Activity: Judging managerial styles of 12 Angry Men characters	
1200	Lunch	
1300-1445	Team Activity: Complete Step 2	
1445-1515	General Session: Step 3: Individual and team scoring of 12 Angry Men	ILLEGIB
1515-1700	Team Activity: Step 4: Critique	
1700	Dinner	
1900-1915	General Session: Lecture: Organization Culture Concepts Introduction to Ideal Organization Culture Activity	
1915	Team Activity: Ideal Organization Culture	

THURSDAY, 3 September 1970

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Crganization Culture
2000	Team Activity: Analyzing Organization Culture

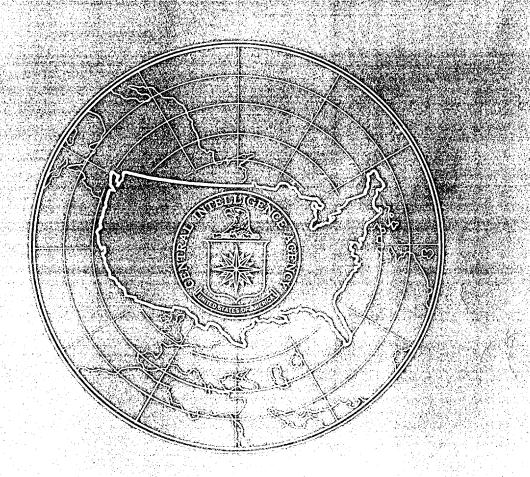
FRIDAY, 4 September 1970

0800-0930	Team Activity (Contd.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

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EXECUTIVE DEVIEW POPULATE :



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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

No. 25

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Tuesday, 8 September through Friday, 18 September 1970

at the

25X1A

Monday, 21 September through Wednesday, 23 September 1970 at Headquarters Building

Room 1A-13

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 25

CHIEF: 25X1A

Room 611, Magazine Building

Ext.: 2243 or 2826

ASSOCIATE : 25X1A

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SECRET

MONDAY, 7 September 1970

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TUESDAY, 8 September 1970

25X1A

	0900	Convene in Classroom (CR-11)	
	0915-0930	Administrative Briefing	
	0945-1050	"The Agency and the Intelligence Community"	Hugh Cunningham Director of Training
	1100-1200	Question Period	
	1215	Lunch	
	1315-1430	Group Introductions	
		Critique Period (Phase IGrid)	
~	1445-1530	"The Role of the United States Intelligence Board (USIB)"	Deputy Executive Secretary to the USIB
	1530-1550	Question Period	becretary to the obib
	1600-1645	"The Agency's Relationship to the Congress"	Legislative Counsel 25X1A
	1645-1700	Question Period	
	1830	Dinner	
25X1A	1930-2130	Informal Discussion	Hugh Cunningham 25X1A

SECRET

		WEDNESDAY, 9 September 197	25X1A	
			23/1/	
	0800-0900	Individual Presentations		
	0915-0940	Reading Period		
	0940-1025	"Introduction to the Clandestine Service"	Chief, Foreign Intelligence Staff	25X1A
	1025-1040	Question Period		
25X1A	1045-1150	Bus Tour	: : : : : : : : : : : : : : : : : : :	
	1200	LUNCH		
	1315	Reading Period		
25X1A	1445	Individual Presentations		
23X IA	1500-1545		Chief, Africa Divisi	25X1A
	1545-1600	Question Period	Offici, Milita Divio	
	1610-1650	"Management of an Area Division"	Chief, Far East	25X1A
	1650-1710	Question Period	Division	
	1830	Dinner		
25X1A	1930-2130	Informal Discussion		25X1A

SECRET

THURSDAY, 10 September 1970
25X1A

	0800-0900	Individual Presentations		
	0915-0930	Reading Period		
	0930-1045	"Case History" (Part I)	Former Senior	25X1A
	1055-1215	"Case History" (Part II)	Operations Officer	25X1A
	1230	Lunch		
	1330-1430	Individual Presentations		
	1445-1535	"Target: Soviet Bloc"	Chief, Operations,	25X1A
	1535-1550	Question Period	Soviet Bloc Division	
	1600-1645	"Target: China"	Chief, China Operati	25X1A
	1645-1700	Question Period	Far East Division	OHS
·	1830	Dinner		
25X1A	1930-2130	Informal Discussion	2	5X1A

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FRIDAY, 11 September 1970

25X1A

0800-0930	Individual Presentations	
0945< 1045	Reading Period	25X1A
1030 - 1100 1013 - 1130	"Clandestine Intelligence Collection Activities and Programs"	Foreign Intelligence Staff
1115-1130 1 130-111 0	Question Period	
135 H35	Depart by Bus (Front of Admin Bldg.) for the Officers Club	
1205	Buffet Lunch at the Officers Club	
[245-1345	Individual Presentations	
1500 415	Free Weekend	

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SECRET

WEDNESDAY, 16 September 1970

25X1A

0800-0930	Individual Presentations	
0940-1030	"The Agency's Responsibility in Strategic Research"	Director of
1030-1040	Question Period	Strategic Research
1050-1140	"CIA's Current Intelligence Role"	25X1A
1140-1150	Question Period	Chief, Office of Current Intelligence, FE Division
1150	Depart by Bus (Front of Admin Bldg.) for Officers Club	
1210	Buffet Lunch at Officers Club	
1300-1400	Informal Discussion at the Officers Club	25X1A
1405	Depart by Bus for the Admin Bldg.	
1415-1515	"The Director's Coordination Role and the Agency's Relationship to the PFIAB"	Assistant Deputy to the Director for
1515-1530	Question Period	National Intelligence Programs
1545-1615	Individual Presentation	• • • • • • • • • •
1715	Informal Cocktails with the Execution	ive Director-Comptroller
1800	Dinner	
1900-2100	Informal Discussion with the Executive Director-Comptroller	Colonel L. K. White

SECRET

25X1A

25X1A

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THURSDAY, 17 September 1970

25X1A

	0800-0830	Individual Presentation	
	0830-0930	GRID Teams: Organization Culture (CR-11, -12, -13, -26)	Discussion
	0945-1040	"The Support Services"	R. L. Bannerman Deputy Director
	1040-1050	Question Period	for Support
	1100-1200	"Logistical Support of the Agency's Activities"	John Blake Director of Logistics
	1200-1215	Question Period	
	1230	Lunch	
	1330-1430	Individual Presentations	25X1A
	1440-1530	"Security Considerations in Accomplishing the Agency's Mission"	Deputy Director of Security
	1530-1540	Question Period	
	1550-1640	"Personnel Problems"	Robert Wattles Director of Personnel
	1640-1700	Question Period	
	1830	Dinner	
25X1A	1930-2130	Informal Discussions	R. L. Bannerman Z5X1A Robert Wattles John Blake.

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MONDAY, 21 September 1970 (At Headquarters)

0815 Convene in Room 1A-13, Headquarters

0830-0930 Panel: "The Agency's Medical John Tietjen
Services" Director of Medical

Services

Medical Systems
Development Officer,

25X1A

25X1A

25X1A

25X1A

25X1A

25X1A

OMS

Psychological Services Staff, OMS

Operations Division,

OMS

Psychiatric Staff,

OMS

0940-1030 "Financial Management"

Deputy Director of Finance

1030-1040 Question Period

Convene in the USIB Conference

Room (7E-26)

1100-1215 Informal Discussion

with the

Asst. Deputy Director for Intelligence

1220 Lunch

1050

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MONDAY, 21 September 1970 (At Headquarters)

Afternoon Session

1310	(Reconvene in the USIB Conference F Administration: Financial Accounting	Room)	
1330-1510	"Planning and Programming in CIA: Depth and Scope" Briefing and Question Period	Director of Planning, Programming, and Budgeting	25X1A
1515-1545	Visit to OPPB Situation Room ("Tank	c'')	
1600-1645 1645-1700	"The Department of StateIts Responsibilities in the Intelligence Field" Cuestion Period	David Mark Deputy Director, Bureau of Intelligence and Research, Department of State	

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TUESDAY, 22 September 1970 (At Headquarters)

	0750	Convene at Headquarters Front of the Auditorium		
	0800	Depart by Bus for	25X1A	
	0830	Arrive at Building		
	0900-1100	"Developments in Photographic Intelligence	Arthur Lundahl Director, National Photographic	
25X1A	1115	Lunch at Building	Interpretation Center	
	1200-1345	"The Imagery Analysis Service!"	Director, Imagery	
		Briefing and Tour	Analysis Service	
	1400	Depart by Bus for Headquarters		
	1430	Arrive at Headquarters		
	1435	om		
1445-1540 "Th		"The Department of Defense"	Dennis J. Doolin Deputy Assistant Secretary of Defense for International Security Affairs, Department of Defense	
	1540-1600	Question Period		
	1610-1650	"The Nature and Scopy of Training Support"	Deputy Director of Training	
	1650-1710	Question Period * * * * * *	1334000033440003340000334000033400003340000334000033400003340000334000033400003340000033400003340000334000033400003340000334000033400003340000334000000	
<u> </u>	1730-1930	Informal Cocktail Party in the Executive Dining RoomGuest: the Deputy Director of Central Intelligence	Lt. Gen. R. E. Cushman	

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WEDNESDAY, 23 September 1970 (At Headquarters)

0730 Convene at Headquarters: Front of Auditorium 0740 0820

0830-1345 "Technical Services in Support of Operations"

Presentations -- Tours and Working Luncheon

Chief, Technical Services Division

25X1A

25X1A

Deputy Chief, Technical Services Division

25X1A

Chief, Development and Engineering, Technical Services Division

25X1A

Executive Officer. Technical Services Division

1350

1430

25X1A

25X1A

1440 Convene in Room 1A-13

1445-1500 Administration: Briefing on

Phase III and Distribution of Phase III Schedules

1500-1700 "Developments in Technical Communications"

Briefing and Question Period

Bus Arrives at Headquarters

25X1A

Director of Communications

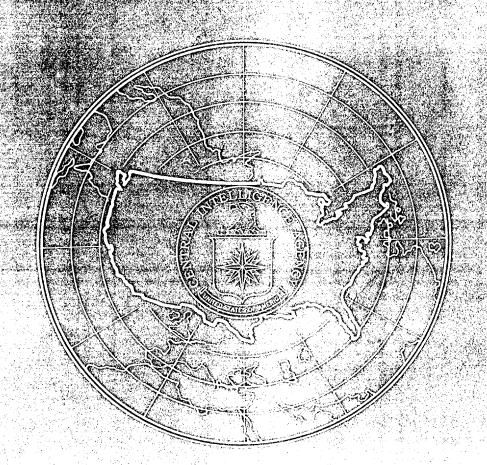
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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE (MEDC)

NO. 25

(OTR No. 1-71)

PHASE III

THE UNITED STATES GOVERNMENT

AND

WORLD AFFAIRS

Thursday, 24 September 1970 - Friday, 20 October 1970 Room 1A-13 Headquarters

Sunday, 4 October - Thursday, 8 October 1970, FIELD TRIP

Friday, 9 October 1970 - A.M. - Room 1A-07 Headquarters
P.M. - USIB Conference Room (7E-26)

SECRET

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SECRET

THURSDAY, 24 September 1970 (Room 1A-13, Headquarters)

0815-0845	Individual Presentation	25X1A
0900-1000	"The Limits of United States Foreign Policy"	Paul H. Nitze Professor of Inter- national Politics, School of Advanced Inter- national Studies, Joins
1010-1100	Question Period	Hopkins University
1115-1200	Critique Period (Phase II)	
1200	Lunch	
1300 -1415	GRID Teams: Organization Culture Discussion	Rooms: 1A-13, 1D-1614, 1E-80, 2E-62
1430-1545	'Vietnam, Laos and Cambodia'	Deputy Special Assistant to the Director for Vietnam
1555-1630	Question Period	Affairs

SECRET

FRIDAY, 25 September 1970 (Room 1A-13, Headquarters)

0815-0845	Individual Presentation	
0900-1015	"The Urban Crisis in the United States"	Hyman Bookbinder Director, Washington Office, American Jewish Committee Former Assistant Director of the Anti-
1025-1130	Question Period	Poverty Program
1145	Lunch	
1245-1345	CIA Operations CenterBriefing and Tour (Group A)	25X1A Chief, CIA Operations Center (Room 7F-33)
	Critique Period (Group B)	Room 1A-13
1400-1515	"The Agency's Computer Services"	Deputy Director of Computer Services
1530-1645	Meeting with the Management Advisory Group (MAG)	MAG Panel

SECRET

MONDAY, 28 September 1970 (Room 1A-13, Headquarters)

0815-0845	Individual Presentation	
0900-1015	"Black Problems"	Samuel Proctor Professor of Education
1015-1100	Question Period	Rutgers University, N.J.
1115-1215	Informal Discussion with the Deputy Director for Plans	25X1A
1215	Lunch	
1315-1345	Individual Presentation	
1400-1630	"How to Read a Foreigner"	James Bostain Scientific Linguist, Foreign Service Institute, Department of State

SECRET

TUESDAY, 29 September 1970 (Room 1A-13, Headquarters)

0815-0845	Individual Presentation	
0900-1010	"The Middle East"	Professor of International Affairs, National War College (Former Chief, Middle East-Africa Division, Office of Current
1010-1030	Question Period	Intelligence, OCI, CIA)
1040	Convene in USIB Conference Room	
1045-1145	"Current Developments and Problems Facing the United States Government in East Asia"	The Honorable Marshall Green Assistant Secretary of State for East Asian Affairs, Department of
1145-1200	Question Period	State
1215	Lunch	
1315	Reconvene in Room 1A-13	
1330-1630	"Communist China"	Richard Walker Director, Institute for International Studies, University of South Carolina

SECRET

WEDNESDAY, 30 September 1970 (Room 1A-13, Headquarters)

Sidney Graybeal "Arms Control" 0900-1015 Deputy Assistant Director, Science and

Technology Bureau, U.S. Arms Control and Disarmament Agency

Individual Presentations 1 1030-1130

Individual Presentation

1145 Lunch

0815-0845

1245-1330 Field Trip Briefing

1515 "Political Developments in 1345

the Soviet Union'

1530-1630 CIA Operations Center -- Briefing and Tour (Group B)

Critique Period (Group A)

John Huizenga

Deputy Director of National Estimates, Vice Chairman, Board of National Estimates

Center (Room 7F-33)

25X1A Chief, CIA Operations

25X1A

SECRET

THURSDAY, 1 October 1970 (Room 1A-13, Headquarters)

0815-0845	Individual Presentation	25X1A
0900 -09≇ 5	"The National Security Agency (NSA)"	Deputy Assistant Director for Production
1100	Question Period	National Security Agency
1110-1210	Individual Presentations	
1215	Lunch	25X1A
1300-1430	"Soviet Strategic Threat"	Director of Strategic
1440-1530	Question Period	Research
1540-1700	GRID Teams: Organization Culture, Discussion and Completion of Papers	Rooms: 1A-13, 1A-07, 1D-1614, 2E-62

SECRET

FRIDAY, 2 October 1970 (Room 1A-13, Headquarters)

0815-0845	Individual Presentation	
0900-1000	Organization Culture Discussion: Presentations	
1015-1100	Critique Period	
1100-1150	"American Politics of the 1970's"	Richard Scammon Director, Elections Research Center,
1200-1245	Questions	Washington, D.C.
1245	Lunch	
1350	Assemble in Room 1A-13	
1400-1500	"Coordination of U.S. Policy at Headquarters and Overseas"	The Honorable Tapley Bennett U.S. Ambassador, Department of State Advisor, The Air University, Maxwell
1510-1600	Question Period	Air Force Base, Ala.
1610-1630	Administrative Period	

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FIELD TRIP SCHEDULE FOR MEDC NO. 25**

SUNDAY, 4 October 1970			
	1300	EDT	Convene at Headquarters
	1315	EDT	Special Bus Leaves Headquarters for Andrews AFB
	1430	EDT	Lv Andrews AFB for Offutt AFB, Omaha, Nebraska
	1630	CDT	Ar Offutt AFB
MON	DAY, 5 Octob	<u>oer</u>	
	0800-1600	CDT	Briefings and Tours at SAC Headquarters
	1630 1800	CDT MDT	Lv Offutt AFB for Malmstrom AFB, Montana Ar Malmstrom AFB
	1800	IVIL) I	AI Mainstion AI D
TUESDAY, 6 October			
	0800-1630	MDT	Briefings and Tours at the 34lst Strategic Missile Wing, Malmstrom AFB
	1700	\mathtt{MDT}	Lv Malmstrom AFB
	1915	MDT	Ar Colorado Springs, Colorado
WEDNESDAY, 7 October			
	0800-1600	MDT	At NORAD Headquarters: Briefings
THURSDAY, 8 October			
	0800-1300 1330 2030	MDT MDT EDT	At NORAD Headquarters: Briefings and Tour Lv Colorado Springs for Andrews AFB Ar Andrews AFB

^{**} The above FIELD TRIP SCHEDULE is tentative, but it will be confirmed during the week prior to the Field Trip flight.

SECRET

FRIDAY, 9 October 1970 (At Headquarters)

Final Day

0900-1015	Meeting in Room 1A-07, Headquarters: Preparation of Field Trip Accountings Completion of All Course Critiques			
1030-1130	"The United States Congress"	Repr. John O. Marsh		
1145	Class Luncheon in the Executive Dining Room (7D-48)	Democrat-Virginia		
1245-1345	Room 1A-07: Completion of Course Critiques			
1350	Convene in the USIB Conference Room (7E-26)			
1400-1450	Final Speaker			
	"Technological Developments Facing the United States in the Next Decade"	Gordon MacDonald Member, President's Council on Environ- mental Quality		
1500-1530	Question Period	memai Quanty		
1600	Closing Remarks			
	Col. Lawrence K. White Executive Director-Comptroller			
1650	Award of Certificates	Hugh Cunningham Director of Training		

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